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ABSTRACT

This self-study by the public services staff of Brown University Library provided an opportunity for them to examine past, present, and future operations. The study was conducted by 33 volunteers from the library staff, who were organized into 1 study team and 5 task forces; they worked more than 14 months to develop the recommendations and plans included in this report. Task forces were organized according to the following issues: Facilities/Space, Interdepartmental Relationships, Staff/Organization, Technology, and User Needs/Philosophy of Service/Image. Comprehensive staff and user surveys were a major part of the self-study effort: more than 1,000 users participated in a survey, and more than two-thirds of the library staff completed questionnaires. The 178 recommendations included in this final report are organized functionally, and the study team has indicated time frames for each action. The recommendations fall into the general areas of: (1) Services, Organization of Service Units and Provision of Services; (2) Technology: Network of Scholars' Workstations, Online Catalog, Data Touch, and Electronic Publishing; (3) Communications, Staff, and Training; and (4) Facilities and Space. The final report includes a list of study participants, an introduction, a statement of the goals and objectives, and a description of the methodology. A descriptive listing of the recommendations is followed by an index of actions required. (THC)

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PUBLIC SERVICES STUDY REPORT

ONE OF A SERIES
of Self-Studies
and Research Projects
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EXPLANATORY NOTES ON THIS PUBLICATION SERIES

Final reports from self-studies and research projects of the Public Services Study sponsored by the General Electric Foundation and administered by the Office of Management Studies, Association of Research Libraries, are made available within this publication series as they are issued by libraries during 1984-85.

This report was issued by the Brown University Library at the conclusion of its Public Services Study. Task Force Reports (Appendix 1) will be photocopied upon demand, for the prices indicated below:

Task Force on User Needs: Sub-Task Force on User Survey	127 + unn. pages	$25.00
Task Force on Organization and Staffing	65 pages	$15.00
Task Force on Interdepartmental Relationships	20 pages	$15.00
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THE PUBLIC SERVICES STUDY

Academic libraries today face the fundamental challenge of responding more effectively to the information needs of their users in a period of increased information resources and decreased or stabilized economic resources. In this environment, academic libraries must move toward the wisest use of their resources in identifying and serving the changing needs of users, in becoming more active partners in the instructional and research interests of their universities, and in more actively facilitating the transfer of information from locations beyond their walls to their own clientele. The challenge includes the need to take advantage of new and emerging capabilities such as on-line bibliographic search services, new catalog formats, and microform and non-print publishing media.

To address this set of concerns, the Office of Management Studies has developed the Public Services Study, which individual academic libraries can use to assess and improve their current services programs. The study is based upon the premise that academic libraries are experiencing a number of fundamental internal and external pressures that create a need to review priorities and develop new approaches to change. The goals of this study include:

*to provide tools to libraries enabling them to determine and analyze user patterns, needs, and satisfaction levels;

*to provide assistance to libraries in relating the use of [illegible] library to current operating services policies and practices;

*to design performance measures that can be applied in evaluating current services programs and in planning improvements;

*to provide guidelines for libraries to use in designing new services activities or remodeling current ones;

*to suggest improved methods for promoting the use of library services and enhancing the role of the library on the campus.

The basic strategy employed in the Public Services Study is assisted self-study. While assisted self-study resembles traditional self-studies in some respects, it differs on three important dimensions. First, assisted self-study involves collecting information and then analyzing it within a framework as first steps toward improvement. Second, assisted self-study promotes the learning and development of all persons involved through their experiences in conducting the study. This means that the staff develops a broader understanding of the impact of services concerns on the ability of the library to meet its obligation to users. And third, libraries participating in assisted self-study receive specialized resource materials, training, and consultation assistance usually not provided in traditional studies. This ensures timely efficient execution of what can be a demanding complex activity.

In accordance with its problem-solving philosophy, assisted self-study employs a group approach to analysis, using library staff, faculty, students, and institutional officials. Two types of groups are involved, a study team and task forces. Primary responsibility rests with the study team, which defines the scope of the study, sets goals, plans, organizes and conducts analyses, draws final conclusions, and designs the implementation program. The study team also creates the task forces to assist in collecting and analyzing data and in developing options for resolving problems. The task forces are responsible to the study team and their work is coordinated by the team.

The major components of the study are a general situational analysis, and specific modules on description and inventory of services, management of services, assessment of services needs and performance, and interaction with the environment. Data gathering and analysis is conducted within each of these components. Then, a final action planning stage creates recommendations, implementation strategy, and the final report. The entire study takes 9 to 12 months. Individual modules can be conducted in less time.

The study is being made available as a part of the Academic Library Program, which is used by libraries willing to commit staff time and some financial resources to the process of assisted self-study. The program draws upon several previous studies developed and operated by the Office of Management Studies including the Management Review and Analysis Program (MRAP), the Collection Analysis Project (CAP), the Academic Library Development Program (ALDP), the Planning Program for Small Academic Libraries, and the Preservation Planning Program.

Financial and/or design support has come from the General Electric Foundation and from members of the Association of Research Libraries (ARL), a non-profit educational organization of 117 major research libraries in the United States and Canada.

PREPARED BY OMS STAFF
August 1984

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EXECUTIVE SUMMARY

The Brown University Library Public Services Self Study provided an excellent opportunity to examine past, present, and future operations at a time when the library had several new appointed administrators, and was also preparing for a university-wide Network of Scholar's Workstations project. As the introduction to this Final Report states in its opening lines: "The impact of technological innovations in information services was clearly going to be felt at Brown ..., and the Library felt it was essential to look into both national and campus trends as they related to library services."

Thirty-three library volunteers organized into one Study Team, (Florence Kell Doksansky, Chair) and five Task Forces worked over a period of 14 months to develop the recommendations and plans included in this report. Task Forces were organized according to the following issues: Facilities/Space, Interdepartmental, Relationships, Staff/Organization, Technology, and User Needs/Philosophy of Service/Image. Comprehensive Staff and User Surveys were a major part of the self-study effort: over 1,000 users took part in that survey, and over two-thirds of the library staff completed questionnaires.

The 178 recommendations included in the Final Report (synthesized from well over 500 suggestions from Task Forces) are organized functionally, and the Study Team has indicated time frames for each action: some have already been acted upon; others are marked for action within a certain number of months or years, while others are ongoing activities. The recommendations fall into the general areas of :

SERVICES: Organization of Service Units, and Provision of Services

TECHNOLOGY: Network of Scholar's Workstations, On-Line Catalog, Data Touch, and Electronic Publishing

COMMUNICATIONS, STAFF AND TRAINING

FACILITIES AND SPACE

The Final Report includes a listing of study participants, an introduction, a statement of the goals and objectives of the self study (the Charge by University Librarian Merrily E. Taylor), and a description of the methodology. After a descriptive listing of the recommendations, an index of Actions Required is presented. Task Force reports are available separately.

over

An excellent wrap-up of the character of this self-study is found in the Introduction that follows:

> "While this study was indeed a massive undertaking which included thirty-three volunteers from the library staff and did go over its projected nine months schedule, it is expected that its recommendations will assist the planning process in public services for years to come. The experience of working together over fourteen months and the understanding of the Brown library issues was especially rewarding to the Study Team. The Brown University Library desires to take an active rather than a reactive role in its delivery of service to the University. Many of the recommendations that are stated in the report elncourage this level of involvement throughout campus wherever information issues are raised."

Prepared by
Prepared by OMS Staff
12/84

Final Report

Public Services Self Study

Christine Desjarlais-Lueth
Ronald Fark
Patricia Galkowski
Marguerite Horn
John Stanley
Stephen L. Thompson
Barbara Turman
Florence Kell Doksansky, Study Team Chair

Brown University Library
Providence, Rhode Island 02912
November 1, 1984

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INTRODUCTION

In November of 1982, Pat Swanson, Office of Management Studies Consultant, made her first visit to Brown University to talk with the library administration and the staff about the possibility of Brown being selected as one of the test sites for the new Public Services Self Study from the Association of Research Libraries. It was clear to many in administration and in public services that the opportunity was an excellent one for Brown. The Library had several newly appointed administrators: a new University Librarian, a new Assistant University Librarian for Public Services and Collection Development, and an opening at Head of Reference, and that with these changes came the need to look at past, present and future public services operations. The impact of technological innovations in information services was clearly going to be felt at Brown with its Network of Scholar's Workstations project, and the Library felt it was essential to look into both national and campus trends as they relate to library services.

In past years the Library had not received the attention it deserved; however, the current University Administration has changed this practice and has given the Library a great deal of financial and other support. There was a need to ask other members of the campus community if they continued to have fairly negative images of the Library and what was needed to better serve their needs. The *New York Times Selective Guide to Colleges* which so highly recommends Brown University, states that the Library is the weak link in a very strong academic environment. Clearly this is not a view accepted or appreciated by the Library, but it is one that existed and that the Library hoped to change through planning processes like the Self Study. Another general reason to do the study was that the Library was writing a Long Range Plan, and it was important to use the Self Study to look into operations in some depth. Although for many years there were requests for increased staff in budget presentations, it was realized that every effort should be made within the Library to examine staffing and organization for effectiveness and productivity.

While this study was indeed a massive undertaking which included thirty- three volunteers from the library staff and did go over its projected nine months schedule, it is expected that its recommendations will assist the planning process in public services for years to come. The experience of working together over fourteen months and the understanding of Brown library issues was especially rewarding to the Study Team. The Brown University Library desires to take an active rather than a reactive role in its delivery of service to the University. Many of the recommendations that are stated in the report encourage this level of involvement throughout campus wherever information issues are raised. The University has a great wealth of resources both in collections and in experienced staff within the Library. It is time for both the University and the library staff to realize this, and for the Library to rise to the challenges of the future.

Many Brown University staff contributed to the successful completion of the Public Services Self Study. The Study Team and Task Force members, who worked long hours to complete the study while at the same time fulfilling their everyday responsibilities, are especially thanked for their efforts. At the same time, all the Library Staff are to be thanked for their cooperation and patience while they assumed extra duties in order to free up time for their colleagues who were working on the study. Special thanks go to secretaries and student assistants who provided valuable support services: Rosemary Crook, Janice Gould, Janice Butler, Mary Beth Rettger, Don Spaeth, Ken Byrne, Jane Chaplain; to Betsy Wilkie who assisted in the editing of the Interim Report and the Final Report; and to Howard Pasternack for all his assistance throughout the project.

The Study Team wishes to thank Merrily Taylor, University Librarian, for her support and thoughtful suggestions. Her willingness to put complete faith in the Study Team gave

the courage and authority to the group to tackle important issues of concern to public services. Thanks, too, go to a group of Brown Managers from the Management Development Program for their report on the Library's Image. Lois Atwood, Madelyn Dudzik, Fredi Solod, Donna Souza and Al Towle worked on this project. Donna Souza is especially noted, as she continued to advise the User Needs Task Force on their statistical work.

The ARL/OMS staff, Pat Swanson and Ellen Hoffmann, gave valuable support in both their visits to Brown and through numerous telephone conferences. It was extremely helpful to get their objective responses to difficult and sensitive problems.

Brown University Library is proud to have been selected as one of the six pilot libraries to conduct an assisted self-study for public services supported by a grant from the General Electric Foundation and operated by ARL/OMS. It is now with pride, anticipation and relief that the Study Team presents its Final Report to the University Librarian.

GOALS AND OBJECTIVES OF THE STUDY: CHARGE FROM MERRILY E. TAYLOR, UNIVERSITY LIBRARIAN

As you know, the Association of Research Libraries has developed a self study program, funded by a major grant from the General Electric Foundation, to review and assess the public services activities in research libraries. Having submitted a proposal and received a site visit from ARL/OMS staff, the Brown University Library was selected to participate as a pilot library in this program. It gives me great pleasure to invite you to serve on our Study Team which, under the chairmanship of Florence Doksansky, will administer and coordinate the program at Brown during the next six to nine months.

This is an extremely opportune and appropriate time for Brown to begin a study of this nature. Over the last five years, the University Administration has made it clear that the Library is perceived as a critical scholarly and instructional resource, with the result that 5.8% of the University's total budget now goes to support of the Library. At the same time, the University is embarking on an ambitious plan to provide a network of scholar's workstations (sophisticated personal computers) to Brown students, faculty and staff. Through these workstations, members of the Brown community will be able to search the Library's projected on-line catalog, as well as commercial data bases. They will also be able to build personal data bases, do writing and text editing, and eventually communicate through an electronic mail system. It is obvious that this new environment will offer some exciting and challenging new roles for the University Library.

Like our colleague research libraries, Brown currently faces the need to develop the capacity to respond effectively to the changing information needs of users in a time of increasing choices and stabilized funding and staffing. Because effective library service is essential to the quality of our scholarly and instructional programs, planning and implementation of necessary changes must be accompanied by a vigorous effort to maintain high levels of service. Our future is dependent upon our finding the right mix of the old and the new.

Perhaps to a greater extent than other library functions, public services command high visibility, encompass diverse activities, contain multiple units, and respond to varied demands. Library users are becoming more sophisticated in their expectations and more demanding in the range and diversity of expected services. Given the limits of financial resources, it is essential that the Brown University Library respond to clearly perceived user priorities in a rational and cost-effective manner. The staff must be able to evaluate services offered and to monitor continuing effectiveness.

For the purposes of this study, public services includes all those units within the Library system that provide library services or resources to students, faculty and others. The definition includes the usual Public Services units such as Reference and Circulation; the public service facets of Serials and Government Documents, departments which are organizationally part of Technical Services; and the public service units of the Library's Special Collections Division. Since processing departments' goals and performance have an impact on public services' effectiveness, these factors must be taken into account in some way during the study. In addition, the relationship of collection development to public services must be considered by participants in the study.

The areas to be explored in the Study should be regarded by you as flexible and subject to expansion and change as the Study Group begins its work. However, I would like to suggest some areas for particular attention:

1. The impact of new information technology on public services, particularly in regard to the "Network of Scholars' Workstations Project";

2. The identification of non-users of the Library, and some exploration of the reasons behind the non-use;

3. The Library's image on the Brown University campus and the success of its communication with primary clientele;

4. The impact of cooperative relationships (for example, RLG) on public service units;

5. The organization and staffing of public service units and the degree to which this affects service to the University community;

6. The identification of service priorities;

7. The interface between public service and technical service units as it affects the delivery of service.

In exploring these and other issues, I ask the Study Team to consult broadly as you seek information and opinion, to use all relevant Library files and reports, and to read pertinent literature. Your first order of business will be to assure an appropriate level of communication both with me and with the Library Staff. This should include brief progress reports in each issue of the Library Newsletter; periodic meetings with me, especially when draft or preliminary reports are available; and general staff meetings during each of the consultant visits.

There are no administrative restrictions for the Committee. I believe that you are all aware of the political and economic realities of life within the University, and your final report should take these realities into consideration. While it might be reasonable for your report to recommend substantial expansions in staff and/or facilities, it should be kept in mind that, short of considerable success in our own fund raising efforts, it is unlikely that the University will be able to provide a great deal of new money to bring about change. Most change will result from reallocated staff, funds and space, rather than from new funds.

Your final report should include a brief historical perspective, setting the Library in its context within the University; an assessment of the current situation and needs; a projection of the future situation and needs, and recommendations. The final report will be shared with Library Staff, the Office of Management Studies, and other libraries. It would be my hope that the work of the group would be completed by the end of the Spring Term, with your formal report to be submitted by July 1, 1984.

In his letter to the General Electric Foundation expressing thanks for the grant to Brown, President Howard Swearer stated, "Brown is delighted to be a part of this effort...this is a very wise, strategic grant in a critical area." As University Librarian, I can but re-emphasize the importance of this effort to the Library and to the University as a whole. Through the ARL/OMS Public Services Self Study Project, we have been offered the opportunity to evaluate the effectiveness of our services and of the organizational structure which supports them, to explore areas for innovative handling of information resources, to establish with our faculty and students a consensus on priorities for public services and to assure that our services continue to grow and change in response to a rapidly changing environment. Because we are a pilot library for this project, we also have the opportunity

to influence the development of the Self Study process and to assist other research libraries through what we experience at Brown. Brown's selection as a pilot library was a recognition of our role as a lively and significant research library with an energetic staff and a supportive University administration. I know that as a member of that energetic staff, you already have a great many responsibilities, and that this study will require a considerable amount of time and energy on your part. Nevertheless, I hope you will agree to serve in this critical pioneer effort to apply evaluation and planning techniques to our services activities. I am convinced that the information and insights gained through such a self study will be of enormous assistance to us as we continue to modify and enhance our services.

METHODOLOGY

Work on the Public Services Self Study, began in late September 1983 with the initial visit of Pat Swanson and Ellen Hoffmann, our consultants to the project, for two days of meetings with the study team and other members of the library staff. During the first three months, the study team worked on an interim report which included: the major political, social, economic and educational trends facing libraries; current developments in the library profession; a Brown University profile; a Brown University Library profile; and planning assumptions for the future. A description and Inventory of Services was taken to indicate what services, at what level, are currently offered by the Brown University Library. The Study Team suggests that if the Services Inventory is to be used for planning future purposes, that it be reviewed for corrections and additions, e.g., the liaison role of staff should be added as a public relations function. Even before this Final Report was completed, the Interim Report was found to be a valuable source of information for the Library administration. After completion of this work, the Study Team then identified the issues for the next phase of the study.

Beginning in February five task forces began work on the second phase of the study. The appointed task forces were: Facilities and Space Planning, Interdepartmental Relationships, Organization and Staff, Technology, and User Needs/Philosophy of Service/Library Image. Their reports and charges are in Appendix 1. While these groups met, the Study Team continued to meet on a regular basis to communicate overlap areas, and to give mutual support and guidance when necessary. The Chair of the Study Team met with the task forces as necessary. All in all, the process was a fairly smooth one except for the timing of the Staff and User Surveys. This Task Force worked very diligently to design, distribute and collect the surveys. In this effort they were very successful. In fact, the ARL/OMS staff asked if the User Survey could be used as a sample for other research libraries undertaking a public service self study. There were over 1,000 responses to the survey: approximately one third of those selected to answer the survey did respond; over two thirds of the library staff returned the questionnaires. The problems began when the completed surveys were given to Management Information Services who were to input the results so that they could be analyzed by the *Statistical Package for the Social Sciences*. Delays went from May throughout the summer months. This was unfortunate, since much of the momentum of the survey process was lost. Also, other task forces who might have made excellent use of survey results were unable to do so since the User Needs and Staff Report report were the last to be completed. However, the Study Team made the best of this situation and much valuable information was received. Much of the data will be reanalyzed and reused to make continued efforts to improve services in the coming years.

As the task force reports were received by the Study Team, work was begun to formulate final recommendations. Although not all of the task force recommendations were approved, there are over 178 individual suggestions to improve services in the Final Report. The Study Team would like to emphasize that this Final Report is presented to the University Librarian for her consideration. We recognize that not everyone will agree with all the recommendations, but hope that it will be received with an open mind as to its purpose to guide public service planning. We understand that some areas will need further study, and have stated what those are in the document. A general area of concern of the Study Team had to do with reorganization, and it is strongly urged that whenever reorganization is recommended, that those staff affected be brought into the decision and implementation phases. Wherever possible, action has already been taken and those actions have been stated. While many recommendations are included in the final report, some recommendations made by the task forces were not accepted, because they were thought to be unfeasible, of a lesser priority, or not the direction the Study Team thought the Library should take. There were 532 individual recommendations presented to the Study Team by the task forces. The following recommendations have been organized functionally rather than by Task Force since many of them were made by several Task Forces as well as supported by documentation from both the Staff and User Surveys.

Recommendations

SERVICES

The philosophy of service of the Brown University Library is to serve the University and scholarly communities in a proactive rather than a reactive manner. The Library will take the initiative, responding as necessary, but leading whenever it can. The Library recognizes the need to grow and change systematically by exploring, adapting and adopting new or different methods of operation. Particularly at the University level, the Library must monitor programs, communicate with patrons, match needs with services and evaluate services continually. Library staff are the experts in the organization and retrieval of information. Staff members should be carefully chosen, trained, developed, supported and recognized. All units and departments within the Library share the public service responsibility either directly or indirectly. Quality service is based on communication and cooperation among these staffs.

The Library seeks to operate efficiently with limited resources which must be thoughtfully allocated and augmented by securing grants and endowments. The Library's collections are crucially linked with the success of the University's instruction and research programs. The Library develops policies to guide current acquisition, retrospective buying, and building on collection strengths, while recognizing the diversity and interdisciplinary needs of the academic community. Similarly, existing collections are evaluated for strengths and weakness, and efforts are made to preserve the collections. The Library demonstrates and acts on the needs for new library services. This involves participating in University planning, publicizing of library services and activities and developing educational programs for library use. The Library is committed to technology that will enhance and improve service. To all these ends, the Library takes an active role in coordinating its activities with the University Administration, Development Office, faculty and students and computer staff on campus.

Participation in shared resources networks is vital to the service the Library provides. Networks enable the Library to maximize service by locating and accessing materials throughout the research world. Since self-sufficiency is near impossible in the face of the abundance of information, networks allow the Library to meet its obligations, primarily to Brown, and secondarily to other scholars, schools and the research community.

In response to the assumption that the Brown University Library has an image problem, a group from the 1983/84 Management Development Program stated:

> "At once it must be underlined that while there was, indeed, a negative - or at best a neutral - Library image in the past, this is no longer the case. With the new Library administration, the willingness of Library executive staff to "go public," the setting in place of study groups to examine Library problems and goals, and the strong commitment of the University, both philosophically and financially to support the Library system, there is a fresh new appreciation of the system and its service to the Brown community.
>
> While there are, and will continue to be, many areas in which improvement can be made, and other areas in which, despite all good intentions, users will never be completely satisfied (e.g. the acquisition of *all* materials necessary for every aspect of the curriculum), the Committee feels the Library is in good shape for planning and fulfilling most of the demands the future will make."

Image, in the broadest marketing sense, defines the concept held by the public of any product or service being presented. While the Management Development Program group and many others on campus have changed their impression of the Library, there are many who simply do not know what is happening in the Library and how to integrate the Library's resources into their study and research needs. The following recommendations indicate that the Library cannot rest on its initial work, but must follow through with its philosophy of proactive service. Only through dedicated staff, strategic planning and special funding will the Library's new positive image be maintained and enhanced in the future.

GENERAL RECOMMENDATIONS

1. The overwhelming good feelings and satisfaction for Library staff in meeting the needs and demands of users as expressed in the survey results, should be shared immediately with the staff and with the campus at large.

University Librarian
/Action taken

2. Data from the user and staff surveys, except for individual questionnaires which will be destroyed, should be made available to appropriate library staff who may wish to pursue further study on any of the issues addressed. This would include remarks on weaknesses of the collections. Collection Development suggestions from the User Survey should be forwarded for action to the appropriate Collection Development Staff person.

Chair of the Task Force on User Needs
/When appropriate

3. The provision of smooth, responsive and consistent public service of all departments hinges on good cooperation and coordination. Each department that offers public service must be aware of developments, procedures, decisions, etc., that are made regarding public service. Each department that offers public service, be it a technical services department or otherwise, should have an opportunity to provide its input on public service matters. The Study Team recommends the formation of a Public Services Council chaired by the Assistant University Librarian for Public Services and Collection Development. This group would include representatives from each department engaged in directly serving library users and possibly a faculty member. The purpose of the group would be twofold. First, it would foster development of a library-wide, as opposed to a departmental, public service viewpoint. Second, it would insure that essential information on hours, changes in procedures, etc., is communicated to the frontline public service areas. These factors are essential ingredients of an effective public service operation.

Assistant University Librarian for Public Services and Collection Development
/Within 6 months

4. Although it was a time-consuming procedure, the Study Team recommends that a duplicate User Survey be done within three years to determine if the Library has succeeded in the recommendations delineated by this report. This would follow several years of good publicity for the Library's services and should include an effort to identify those members of the Brown community who are non-users to discover why they are non-users as well as to determine how the Library could respond to their needs.

Public Services Council
/Within 3 years

5. It is recommended that there be periodic reviews and an official evaluation of the implementation of self study.

University Librarian
/Within 3 years

6. The Study Team has not made individual recommendations concerning issues dealing with medical library services. It does recommend that the Bio-Medical Task Force continue to evaluate and improve services to medical school students and off-campus faculty.

Bio-Medical Task Force
/Ongoing

7. No separate recommendations concerning Music are made except that the data received from the User Survey on the record collection and equipment should be turned over to the Assistant University Librarian for Public Services and Collection Development and the Music Reference Librarian for the newly planned Music Library.

Music Reference Librarian
/Ongoing

ORGANIZATION OF SERVICE UNITS

GENERAL RECOMMENDATIONS

8. The most senior administrator with offices in the Sciences Library should be given responsibility for the Sciences Library.

University Librarian
/Within 3 months

9. The Study Team recognizes that flow charts may not be the only answer to keeping operations streamlined, correcting duplication of effort, and insuring efficient staffing levels. However, it recommends that Department Heads analyze their service units and make flow charts if necessary to assure a smooth running operation. This analysis should include not only what is being done now but what effect the online catalog will have on those procedures. In particular, the analysis should be open to questions such as: "What can the online catalog do which we presently cannot do?", "What are we presently doing which the online catalog can do for us?" and "What are we presently doing which is not at all necessary?"

Department Heads
/Ongoing

10. Organizational charts should be updated if and when reorganizational recommendations are approved. The following corrections to the current Brown University Library organization charts should be made:

    a. The Executive Secretary is evaluated by the Assistant to the University Librarian. The current organization chart should show the Executive Secretary reporting to the Assistant to the University Librarian.

    b. The Annmary Brown Curator does not report to the Assistant University Librarian for Special Collections. That curator reports to the Head Special Collections Librarian, as is so stated in the job description and Position Content Document (PCD). The chart should be changed.

    c. All of the units that report directly to the Assistant University Librarian for Special Collections should be indicated on the chart as has been done for Technical Services, and Public Services and Collection Development.

    d. There is only one librarian, not "librarians" reporting to the Serials Cataloging Head Librarian. This should be changed.

Assistant to the University Librarian
/When appropriate

11. The Study Team recommends that if possible, bargaining unit personnel should not report directly to Assistant University Librarians or Department Heads.

12. All positions should have up-to-date job descriptions and PCDs.

    a. Approximately 50% of the current job descriptions contain information on required qualifications and experience. A separate specifications document should be written for qualifications/experience. Job descriptions outline the day-to-day duties of a particular position. Qualifications and experience, on the other hand, may vary depending on needs at the time of filling the position.

    b. The Study Team recommends that the Professional Program Committee regularly review job descriptions at the time of new hire and begin the task of making all job descriptions uniform.

c. Generic or multiple position job descriptions should be reviewed and updated first. For instance, Reference librarians' job descriptions should be rewritten to reflect all of the functions performed by the staff. The job description should reflect the individual's duties and not be generic as are the PCDs which are used by the University Personnel Department. Reference Staff, the Head of Reference, the Assistant University Librarian for Public Services and Collection Development and the Professional Program Committee should all review any new reference job descriptions.

Professional Program Committee
/Ongoing

13. The format for the Library Supervisor job descriptions (exempt non-professional positions) should be similar to that of professional job descriptions. The level of responsibility among this group is diverse. The Serials/Microforms, Rockefeller Circulation/Reserves and Sciences Circulation/Reserves positions, in particular, need review and evaluation. The demands placed on these supervisors appears to outweigh the work loads of other supervisory positions, especially when this staff work extra hours to cover service points.

Library Administration
/Within 1 year

CIRCULATION DEPARTMENT

14. The Study Team strongly agrees with the Task Force recommendation that the Rockefeller Library should be reorganized so that Reserves are on Level 1 with Circulation, and Serials/Microforms including Serials Cataloging moved to Level 2. Suggestions on how to handle the move should be considered by a task force, made up of all affected departments set up to best handle the rearrangement off these service areas.

Task Force on Rockefeller Reorganization
/Within 1 year

15. The duties and daily activities of the Assistant Head of Circulation should be reviewed and reassigned, where possible, to supporting staff so that the Assistant Head, as well as the Head of Circulation, can concentrate on professional concerns and not be preoccupied with day-to-day activities.

Circulation Administration
/Within 6 months

16. It would be optimum to have an official night supervisor who would have responsibility for the buildings on the weekends and evenings. It is also undesirable to have students responsible for either the Rockefeller or Sciences without a full time staff member on duty. Since it is unlikely that any additional staff can be hired, the Study Team recommends that the most senior ranked circulation staff have the evening and weekend responsibility for the buildings. The Reference Librarian would serve as a backup person or advisor only. At Sciences a new student position, Library Assistant Student-Supervisor, should be established which would be responsible for evening and weekend hours when there is no staff on duty. This would follow the Food Services model, which has an experienced student in charge of operations and compensated for this additional responsibility.

Assistant University Librarian for Public Services and Collection Development
/Action Taken

The *Library Policy Manual* should state who is responsible for the buildings on evenings and weekends. In all cases, the person responsible for the buildings should:

a. Know *specifically* that he/she is in charge during the assigned time.

b. Have clear instructions and be trained in proper procedures for emergency/storm closings/disruptive persons, etc.

c. Have access to all keys necessary for any emergency, with the clear understanding that the keys are to be used for no other purpose. This could also be handled by Security having access to all keys.

d. Be responsible for communicating resolution of problems back to all persons involved in the affected buildings.

e. Be excused from any other duties should there be an emergency – i.e., building emergencies will take precedence over desk responsibility or circulation duties.

Assistant University Librarian for Public Services and Collection Development
/Within 3 months

17. The Study Team has strongly recommended that the Circulation and Reserves Department in Rockefeller be together on the first floor. Until that move takes place the supervisory responsibilities should be split between the current Supervisor and the Assistant Head of Circulation. The Assistant Department Head should be in charge of the first floor and the Supervisor assigned Reserve.

Head of Circulation
/Within 3 months

Pembroke Campus Library

18. The Study Team endorses the Pembroke Task Force recommendations concerning the Pembroke Campus Library and encourages the Pembroke Library to continue to implement these suggestions. The Library Administration should be involved in activities surrounding the celebration of the 100th anniversary of Pembroke College which should include a renovation of Pembroke Hall.

Library Administration and Pembroke Staff
/Ongoing

COLLECTION DEVELOPMENT

19. While the Study Team reaffirms that at Brown University collection development is considered a public service function, assignments should be distributed among interested and qualified members of the professional library staff. In this way, the library can make better use of individual interests, knowledge and language expertise. This assignment would need to be a long-term commitment, go through proper channels, and be reflected in job descriptions and evaluations. This allocation of collection development responsibilities should be evaluated at the end of two years to see if it is successful.

Assistant University Librarian for Public Services and Collection Development
/Ongoing

20. All collection management functions (preservation, gifts, acquisitions, special collections) as well as collection development, need to be better coordinated at the Assistant University Librarian level.

Library Administration
/Ongoing

21. The collection development portion of a selector's evaluation should consist of written collegial input from the Collection Development Coordinator through the Assistant University Librarian for Public Services and Collection Development to the appropriate department head.

Assistant University Librarian for Public Services and Collection Development
/Action taken

22. The position functions of the Collection Development Coordinator should be better defined. The job description needs to be rewritten to clarify the role of the Collection Development Coordinator and the role of the individual subject selectors with faculty.

Assistant University Librarian for Public Services and Collection Development
/Action Taken

23. The Collection Development Coordinator should be made full time.

Library Administration
/Temporary action taken

REFERENCE DEPARTMENT

24. The Reference Department as a whole needs to carefully review its priorities in view of current staffing workloads. Any expansion of activities or individual duties needs to be carefully thought out and balanced in some other area.

Reference Department
/Within 1 year

25. The present Reference staff can not cover all currently scheduled hours, including double coverage and 12 - 2 p.m. hours on Sunday, without the assistance of staff from other departments and student assistants.

a. Since it may not be possible to get additional reference staff, the Study Team recommends that a formal training program be established for staff who are not reference librarians, and that every effort be made to schedule reference staff along with these other staff until they are thoroughly trained and experienced. These staff should receive copies of minutes of Reference Department meetings so that they are kept informed on an ongoing basis.

b. Ideally, the reference desks should be staffed all hours that the Library is open, and double-staffed at the busiest times including evenings and weekends.

c. An additional reference librarian should be hired to sit the desk and assist current staff with bibliographic instruction and database searching. Both of these services need to be better publicized and used on campus, but current reference staff cannot handle the additional work load.

Assistant University Librarian for Public Services and Collection Development
/Action taken

26. Any future reorganization of the Reference staff into the program manager model should be done with input from the staff. This model would mean that a member of the Reference staff would be assigned the responsibility for the functional operation of one of the services of the Department. While this model might be a useful way to organize service functions in the future, a continuation of the more informal committee assignments on bibliographic instruction, database searching, etc., is recommended for the present.

Reference Department
/When appropriate

INTERLIBRARY LOAN

27. The Reference Department and the Interlibrary Loan unit should be combined to improve communication between staffs and service to the users. It is recommended that the Shared Resources Coordinator be immediately assigned as the backup to the Head of Reference. Further study is needed to decide whether the Shared Resources Coordinator should be the Assistant Department Head or only the official backup following the Serials/Microforms Department model.

Public Services Administration
/Within 1 year

GOVERNMENT DOCUMENTS

28. A task force of those immediately involved in the recommendations in this section should be established to determine the feasibility and effect on the staff and services.

Library Administration
/Within 3 months

29. The Study Team recommends that the Reference and Government Documents service desks be merged for optimal use of staff and extended service to the government documents collection. Documents need to be more integrated into the reference service. This would also allow for more double coverage at the desk, and more effective evening and weekend service to documents.

Task Force on Documents
/Within 6 months

30. The Government Documents Department should be moved from the Technical Services Division to the Public Services Division and the Head of Documents should report directly to the Assistant University Librarian for Public Services and Collection Development. This should make communication and training much easier since lines of communication would be intra-divisional and not inter-divisional.

Task Force on Documents
/Within 6 months

31. The Documents Department should be relieved of some of its technical processing burden by:

    a. Transferring serials cataloging of documents into the Serials Cataloging section. This includes maintenance of the Brown sheet shelf list and maintenance of Documents records in BUSHL.

    b. Transferring cataloging of monographs with LC call numbers into the Catalog Department.

c. Transferring maintenance of a Kardex check-in to the Serials/Microforms Department.

Task Force on Documents
/Within 6 months

SERIALS/MICROFORMS

32. The Study Team recognizes that the Serials/Microforms Department functions well within the Technical Services Division and meets its public services demands. The recommendation to improve services to the microforms collection is included in #173, that is to move the Department to Level 2.

No action recommended

33. The responsibility for maintaining all Rockefeller and Sciences microform equipment should be given to the Serials/Microforms Department. Also, requests for additional purchases of microform equipment, including those from Special Collections, should be channeled through the Head of Serials/Microforms to prevent proliferation of types of machines and supplies in the library. There are no microform collections at the Pembroke Library.

Head of Serials/Microforms
/Within 3 months

34. The Microform Committee should be reactivated to examine the issues concerning the location/creation/expansion of a microforms facility within the Rockefeller Library. Consideration should be given to the expansion of microform service and collections at the Sciences Library including the issue of where to locate backup fiche for scientific periodicals. The committee should also write an acquisitions policy for microforms for the Brown University Library. Microforms and equipment should be located as closely as possible to the supervisory and advisory department.

Microforms Committee
/Within 1 year

SPECIAL COLLECTIONS

35. The Study Team recommends that Special Collections organization be reviewed and possibly reorganized to allow for effective service, consistent policies, coordination both within John Hay and other divisions with service functions, and better control of services to users. A task force of Special Collections librarians with representation from other divisions should be established to examine the best organization.

Assistant University Librarian for Special Collections and Staff
/Within 1 year

Annmary Brown Memorial

36. At its May, 1984 meeting, the University Library Committee appointed an ad hoc subcommittee, chaired by Mr. Arthur Vershbow, to study the facilities, collection and services of the ABM and to make recommendations for the future course of the ABM and its collections. Their advisory report will be forwarded to the University Librarian on or about May 1, 1985, and the Study Team recommends that no further action be taken until that time.

Library Administration
/In progress

PROVISION OF SERVICES

GENERAL

37. The Public Services Council should continue to survey user difficulties and actual use of maps, recordings, films, and government documents to obtain more exact information about patterns of use and user needs.

Public Services Council
/Ongoing

38. A coffee hour should be planned for new faculty to introduce them to Library services.

Public Services Council
/Within 1 year

39. Better signs, publications and advertising are needed for all services. The Public Services Council and Publications Committee should investigate additional methods of making users aware of library publications. Coordination of these activities is necessary among Departments. Under each service section there are recommendations for new publications concerning that service. There follows a general section on publications. The Study Team suggests that those staff who create library publications should take care not to use library jargon.

Public Services Council and Publications Committee
/Ongoing

PUBLICATIONS

40. The Chair of the Publications Committee should compile a file of publications available and keep it current.

Publications Committee
/Ongoing

41. The Public Services Council and the Publications Committee should consider the possibilities of enlisting the aid of the Art Department in redesigning the graphics for departmental publications. Library Administration should hire graphic artists to make eye-catching signs regarding Library services to be hung/posted at appropriate service points.

Public Services Council and Publications Committee
/Within 6 months

42. Appropriate campus (not Library) publications should be utilized as a forum for presenting user suggestions and complaints, along with Library responses and recommendations and plans of action on a regular basis.

Library Administration
/Ongoing

43. Staff should try to get more immediate feedback on assistance and service given at all service points by using an evaluation form or more suggestion books.

Department Heads
/Ongoing

HOURS OF SERVICE

44. Although there may be extended hours required during reading and exam periods, the Study Team feels that the current hours kept by the Rockefeller, Sciences and Pembroke Libraries during the academic year are adequate. Current full time staffing levels however are at the minimum level. Expansion of hours to meet these needs or those of the newly established Summer School can only be met with additional staff. The Assistant University Librarian for Public Services and Collection Development and Head of Circulation should consider extending hours of the library at the end of the school terms. This might require scheduling staff differently and closing off certain areas. Head of Circulation should post appropriate signs prior to exam period indicating expanded hours and possibly putting an ad in the *Brown Daily Herald*.

Public Services Council
/Ongoing

45. From the comments attached to the User Survey it appears that many members of the Brown community feel that the current nine to five, Mon.-Fri. hours kept by the John Hay Library are inadequate. Although most special collections and rare book/research libraries throughout the country are open only during business hours, the Hay has a larger readership than most, and has by far a greater number of undergraduate readers. Contradicting this is the fact that the user survey indicated that those answering the survey had little involvement with the John Hay Library. To date, staffing levels have been inadequate for the security and service required by Special Collections and Archives during expanded hours. However, with the recent approval of a separate Readers Services Librarian position, the Hay should be able to offer extended hours.

a. The Study Team recommends establishing a page only services on a trial basis.

b. From an analysis of the survey alone it would seem that the primary users of the John Hay are not members of the immediate Brown academic community. A study should be considered to 1) identify the primary user population of the Hay; 2) determine their needs and the Library's response; 3) determine the satisfaction with publicity about the Hay's services.

c. Statistics should be maintained by various public service units in order to substantiate needs for availability of the John Hay collections in the evening and on the weekend. This data should be used as a starting point for analyzing staff time spent on public services.

Head of Reference and Special Collections Administration
/In progress

CIRCULATION

46. The Circulation Department should prepare a hand-out explaining circulation policies. This handout should always be available at all circulation desks, and should include information on recalling books from circulation and the procedure for requesting a search for missing items (including the success rate of locating missing items) and expectation of Reserves service. Library services instruction packages should include all circulation procedures and policies.

Circulation Department
/Within 1 year

47. The Circulation Department in conjunction with the Catalog Department should consider appropriate publicity for the rush cataloging of material. The service should be included in the appropriate publications and instruction services.

Circulation and Catalog Department Heads
/Within 1 year

48. The Circulation Department should prepare a brief hand-out on over-flow shelving, and post adequate signage in all the appropriate places.

Circulation Department
/Within 6 months

49. The Circulation Departments should prepare a more detailed version of the map which is on each floor.

Circulation Department
/Within 6 months

50. The Library should consider an amnesty day on an irregular basis. That is, on those days the Library would accept overdue, lost, stolen or otherwise unlocatable items without penalizing the patron.

Library Administration
/Within 1 year

51. The Head/Assistant Head of Circulation should instruct door guards to check IDs of incoming patrons more rigorously. Staff should be encouraged to cooperate by showing their own IDs when asked, thus setting a better example for students and other users.

Circulation Administration
/Ongoing

52. All non-circulating policies should be reviewed regularly by the appropriate public service staff. Any statistics relating to the use or misuse of those materials should be kept and monitored to detect any trend toward increased vandalism or theft.

Public Services Council
/Ongoing

53. The Assistant University Librarian for Public Services and Collection Development and Head of Circulation should formalize the recall procedure and continue to make every effort to enforce the rules regarding recalls as well as enforce sanctions against those who ignore them.

Circulation Administration
/In progress

54. Circulation, Acquisitions, and Cataloging should renew efforts to reclassify material in the Cutter and Rockefeller starred collections.

Department Heads Council
/Within 1 year

55. As the number of workstations increase at Brown, users will request documents delivery. The Library should consider the establishment of a book delivery system to off-site locations on a cost recovery basis.

Head of Circulation
/Within 2 years

Pembroke

56. The Pembroke Librarian in cooperation with the Music Reference Librarian should decide if Pembroke meets the entertainment needs of users regarding sound recordings. Satisfactory equipment should be obtained and maintained to service this.

Pembroke Librarian
/Within 1 year

Photocopying

57. The Library Systems/Planning Officer should do a systems study of the copying services as soon as possible.

Library Systems/Planning Officer
/Within 6 months

58. The fact that all public copy machines in the library are the responsibility of Circulation needs to be well publicized, including signs directing patrons to Circulation.

Head of Circulation
/Within 3 months

59. It would be ideal to have copy centers staffed at all times that the library is open. A cost study of this is necessary.

Head of Circulation
/Within 1 year

60. The Head of Circulation and the Library Business Manager should begin a planned schedule of replacing the older, frequently out of order photocopy machines. The Head of Circulation and Library Business Manager should investigate the acquisition of additional machines for both the Sciences and Rockefeller, perhaps with the increased capability of color copy, collation, and enlarging. The Pembroke copy machine could be upgraded, but no additional machines are needed.

Head of Circulation and Library Business Manager
/Within 6 months

61. The Head of Circulation and the Library Business Manager, should investigate the provision of charge services to students for the copying machines.

Head of Circulation and Library Business Manager
/Within 1 year

62. The responsibility for staff copy machines should be assigned to the Assistant University Librarians' Secretaries (This may exclude the John Hay). This responsibility includes: all key operator duties, maintaining a supply of paper and toner, and calling repair personnel, as necessary. One or two other staff should be appointed with the consent of their supervisor as back-up to the key operators and their names posted on the machines. These staff should all be required to take the course offered by the appropriate copy machine manufacturer.

Library Administration
/Within 3 months

63. All staff members should know how and be willing to add paper and clear simple jams from staff machines. New staff members should be shown how to do this during their orientation. Assistant University Librarian Secretaries should not be expected to add paper, and should report to their supervisors if they are constantly asked to do so.

All Staff
/Ongoing

COLLECTION DEVELOPMENT

64. The user survey supports the thesis that the Brown University Library is more than adequate in meeting the teaching and instructional needs of its users and that it does a satisfactory job of acquiring current material. Its problem areas are in meeting faculty research needs and in strength of the retrospective collections. The Library needs to recognize this fact and continue its fund raising efforts while at the same time promoting its shared resource commitments.

Library Administration
/Ongoing

65. The Collection Development Policy should be distributed to Departmental Library Representatives and chairs. Additional copies should be kept visible at all Public Service locations.

Collection Development Staff
/In progress

66. Use of the patron purchase request forms needs to be promoted by public service staff.

Public Services Staff
/Ongoing

67. The Collection Development staff should consider changing its policy of purchasing only one copy of a title and order duplicate copies of heavily used items at the initial point of order rather than only when two or more holds are placed on an item at Circulation.

Collection Development Staff
/Within 1 year

68. The Assistant University Librarian for Public Service/Collection Development and Collection Development Staff should resolve the question of duplication of non-circulating Hay items.

Collection Development Staff and Special Collections Staff
/Within 1 year

69. The Assistant University Librarian for Technical Services in tandem with the Public Services Council should investigate processing procedures to shorten the time-frame when a book is not available, explain why processing time takes the time it does, and publicize the rush procedure.

Assistant University Librarian for Technical Services and Public Services Council
/Within 2 years

REFERENCE DESK

70. The Reference staff should place literature racks in locations with high visibility in both the Sciences and Rockefeller Libraries. The Head of Reference should appoint one individual in each Library to maintain these displays.

Head of Reference
/Within 1 year

71. Public Services staff should prepare brochures in Reference Services and make them available at all Public Service Points. The Reference Department should come up with a single name (e.g., PATHFINDER) and format for all subject specific brochures. The Pembroke and John Hay Libraries should prepare similar brochures and place them in a positions of high visibility.

Public Services Staff
/Ongoing

72. The Catalog Department, in tandem with the Reference Department and the Publications Committee should produce an attractive handout available at the Reference Desks on how to use the catalog.

Catalog and Reference Departments
/Within 1 year

73. The Library should post signs on each section of the card catalog directing patrons to the Reference desk if they are having difficulty using or interpreting the card catalog.

Reference Department
/Within 1 year

74. All staff who sit at the reference desk should be well trained in reference techniques.

Head of Reference
/Ongoing

75. The Head of Reference should develop an evaluation method for determining the satisfaction or dissatisfaction with service and resolve any problems.

Head of Reference
/Within 6 months

DATA BASE/SDI SERVICES

Data Base Searching is defined here as the online access to bibliographic and non-bibliographic computerized databases at remote locations (i.e., not at Brown). SDI (Selective Dissemination of Information) is the periodic searching of these databases with a set profile in order to help a requestor update his/her research materials. SDI updates can be done automatically by the vendor after the initial request and search.

76. The Study Team recognizes that Data Base Searching and SDI services are very useful tools for researchers but that they are underutilized at Brown. In order that these services be better publicized, integrated and funded the appropriate staff, in most cases the Reference Department should determine the feasibility of the recommendations of the Technology Task Force report:

a. The Library should publicize and promote database and SDI service, including publication and handouts describing the service and outreach programs (demonstrations and free searches, information for new faculty and graduate students). Such publicity should include a definition, cost, and expected outcome. The Reference staff should include a description and/or demonstration of database searching in each instruction session whenever appropriate.

b. The Library should investigate both existing and new ways of funding database services: e.g., joint funding with departments; research recovery; charging mechanisms and cost recovery.

c. The Library should serve as a campus resource for end users on bibliographic searching and database systems, e.g., training end users. The Library should consider the implications of offering "end user" searching within the Library.

d. The Library should improve the quality of service by: making better use of existing equipment such as CRTs, Electrophone Video Display Monitors (for demonstrations), and Workstations; maintaining awareness of new technologies, such as downloading, as these become available and appear applicable to Brown's environment; maintaining awareness of new databases; holding periodic meetings of searchers to discuss concerns and problems; studying the staffing patterns and making changes as appropriate.

e. The Library should acquire and utilize hardware and software such as Sci-Mate to gain experience with such systems. One by-product of this will be that infrequent searchers will not need to be familiar with the features of diverse systems.

f. The Library should develop a policy for accessing new data base systems. The Assistant University Librarian for Public Services and Collection Development with the Reference Department should undertake further study to determine if the acquisition of new data bases would increase use.

g. The Library should maintain a census of available databases on campus and include this information in the online catalog.

h. The Library should develop the means and expertise to access non-bibliographic databases.

i. The Library should develop better statistics on database utilization in order to measure the impact on ILL, budgets, staff resources, and collection development.

j. The Library should explore the possibility of expanding its database user group to include non-Brown people in the area. Charging a higher price to this user group would enable us to make this a cost recovery operation.

Reference Department
/Within 2 years

77. Data base searching should be done by trained searchers with subject background whenever possible. Those who work on the reference desks but do not do searches should be thoroughly trained as to when a computer search is appropriate. Clear written guidelines about data base searching should be at the reference desks.

Reference Department
/Within 6 months

78. The University Library should continue to subsidize database searching for undergraduates in order to put the service within their reach economically.

Library Administration
/Ongoing

79. The On-Line Search Committee should be informed of the results of the User Survey regarding expanded database, student access, and fee assessment.

Head of Reference
/Within 3 months

80. The Reference staff should develop an evaluation sheet for searches which would yield information on reasons for satisfaction or dissatisfaction.

Head of Reference
/Within 3 months

BIBLIOGRAPHIC INSTRUCTION

81. The Assistant University Librarian for Public Services and Collection Development, and other Public Services staff should begin to distinguish between and respond to the two separate kinds of instruction needs of the Brown University academic community. The two kinds of instruction are: basic library orientation (i.e., what are the services and how to use them) and research instruction (i.e what are the Library's resources and how to use them). Both kinds of instruction are needed. The current bibliographic instruction program should be examined to include the needs of the inexperienced user and specific discipline topics. Orientation services should include basic information (circulation rules, recalls, missing book searches, etc.) A program of instruction, both services and resources, should be developed for the Special Collections.

Public Services Staff
/Ongoing

82. Instruction sessions should be arranged for individuals and small groups of graduate students tailored to individual needs. Departmental Library Representatives might be used to encourage students to make appointments with subject librarians. Research Instruction packages should become subject specific and include Collection Development, special resources, ILL, etc. Information on these packages should be included in packet sent initially to all faculty and graduate students, then to new faculty and Department Library Representatives at the beginning of every academic year.

Reference Department
/Within 3 months

83. The appropriate Public Services units must take responsibility for educating users by preparing instruction packages and promoting their use to all populations. The Library should increase its publicity of the availability of Library instruction services. Increased staff participation in creating these packages should be encouraged. Department Heads whose areas are to be covered in the preparation of these packages, should recognize the activity as essential to maintaining the quality Public Services by allocating time for planning and actual preparation.

Public Services Staff
/Ongoing

84. The Library should study the effectiveness of existing modes of communication and develop alternatives, such as: library services package cassette tapes available for use with student's own Walkman or other tape player; video or slide-tape presentations for group presentations regarding Library services; cassette tapes in foreign language for our international students; appropriate audio visuals available commercially with consideration for purchase or development of similar packages. The Reference Department should develop request forms and evaluations for both kinds of instruction (services and resources).

Head of Reference
/Within 2 years

85. The Library should consider the purchase of equipment necessary to produce audio visual materials for use in instruction and/or investigate what the Media Center has to offer in the way of audiovisuals and equipment.

Head of Reference
/Within 2 years

86. The Library should investigate the needs of the international students and faculty on campus regarding instruction in Library services and resources.

Head of Reference
/Within 6 months

87. The Assistant University Librarian for Public Services and Collection development, with the Head of Reference, should investigate the possibility of coordinating Library resource instruction with the Writing Center for term-paper assistance.

Head of Reference
/Within 6 months

88. The variety of instruction available in the Library should be included in publicity articles written by the Assistant University Librarian for Public Services and Collection Development and other Library Staff.

Public Services Staff
/Ongoing

89. The University Librarian and appropriate Assistant University Librarians should consider a program of seminar-building on topics needed by users (i.e. techniques of Library research with special sub-units on Government Documents, Special Collections, and other discipline-specific topics) and then submit these proposals to Educational Policy Committee for consideration as a course much the same as a Modes of Thought or University Forum course. The Department of Bibliography should be involved in this planning.

Library Administration
/Within 2 years

NON-PRINT/AUDIOVISUAL MATERIALS

Audiovisual materials include materials in audio and visual formats which convey information primarily by sound and image rather than by text, e.g., charts, graphs maps, pictures, slides, filmstrips, audiorecordings, videotapes, motion pictures, and models. Materials of particular concern are those that require the use of special equipment in order to be seen or heard.

Non-print or non-book materials include machine-readable data files or bodies of information coded by methods that require the use of a machine, typically a computer for processing, e.g. files stored on magnetic tape, punched cards, disks, etc.

At the present time, the Library is not systematically purchasing audiovisual materials, largely because of a lack of facilities for storing, circulating, and accessing these materials. There is a real lack of audiovisual hardware. If academic departments wish to begin

collecting in this area, the Library must consider purchasing the appropriate equipment.

In addition, the responsibility for, and interest in, audiovisual and/or non-print materials within the Library is currently quite diffuse. This has hindered the development of a coherent policy for the collection and servicing of these materials.

Likewise, the use and availability of audiovisual facilities and materials throughout the University as a whole is very decentralized. As a result, there is no one central repository of information regarding the availability of these materials.

The Library currently has no formal or systematic bibliographic instruction program, and it is the desire of the Library to develop one. In order to do this in an efficient and useful fashion, audiovisual materials and the appropriate hardware are required.

90. An Audiovisual Task Force should be formed to develop an overall policy regarding the acquisition, processing, storage and preservation, usage and circulation of audiovisual/non-print materials (including the equipment needed to access these materials). This task force should include a representative from Media Services. This study group (which might include faculty) would determine user demands/needs and subsequent impact on the Library for cost, storage, processing, circulation and retrieval. Progress of this group should be announced in campus publications.

University Librarian
/Within 1 year

91. The Library should survey other audiovisual facilities and materials available on campus and in the affiliated hospitals to see coordinated efforts are feasible. Any existing surveys should be reviewed.

Audiovisual Task Force
/When appropriate

92. The equipment for using those audiovisual/non-print materials already in the library collection should be acquired, such as cassette players, tape recorders, etc. A representative from Media Services should be consulted to make equipment order recommendations.

Library Administration
/When appropriate

93. In order to consolidate the now diffuse collections of audiovisual materials and equipment within the Library, and the responsibility for them, the Library should develop a centralized audiovisual facility to handle the various types of media and the equipment needed to utilize them. As part of this audiovisual facility, the Library and Media Services should study the feasibility and ramifications of merging their expertise to solve the problems of media on campus.

Library Administration and Audiovisual Task Force
/When appropriate

94. Audiovisual instructional materials for use in library orientation and bibliographic instruction programs should be acquired or developed by Reference staff in collaboration with existing Media Services staff.

Reference Department
/When appropriate

MAPS

95. The Public Services Council, should assess the impact that relocation and/or consolidation of the map collections would have on use and user satisfaction. Map servicing and reference is a major problem at present, and should be given top priority as soon as possible. A Map Task Force should be appointed to study the access, location and collection development of maps within the Brown University Library.

Map Task Force
/Within 1 year

96. The availability of maps as well as assistance with their use should be included in the resources instruction packages of all relevant disciplines.

Public Services Staff
/Ongoing

INTERLIBRARY LOAN

97. The Report on Interlibrary Loan (ILL) prepared by the Library Systems/Planning Officer and the results of this Report should be taken together to provide further direction for the ILL unit.

Shared Resources Coordinator
/Within 3 months

98. The Assistant University Librarian for Public Services and Collection Development and the Shared Resources Coordinator should include an article for insertion in Bibliophile and the other appropriate publications explaining ILL to the campus community. This article should emphasize the considerably shortened length of time transactions now take.

Shared Resources Coordinator
/Within 6 months

99. The Shared Resources Coordinator and the Head of Reference should formulate a package on Interlibrary Loan to be included in bibliographic instruction (i.e. services) sessions. A brief mention of Interlibrary Loan should also be included in each Library tour, including Freshman week tours.

Shared Resources Coordinator and Head of Reference
/Within 6 months

100. The Shared Resources Coordinator and staff should prepare a hand-out on current fee structures, updating as changes are made.

Shared Resources Coordinator
/Within 6 months

101. An evaluation form should be available to all Interlibrary Loan users, soliciting suggestions or complaints, so that appropriate action can be taken. The Shared Resources Coordinator should assume the responsibility for reading and responding to complaints and suggestions about the service.

Shared Resources Coordinator
/Within 6 months

DOCUMENTS

102. The Documents Librarian and Publications Committee should produce a series of booklets on kinds of documents acquired, how to discover appropriate material as well as locate material on the shelf.

Documents Librarian and Publications Committee
/Within 1 year

103. Documents staff should offer workshops for Library staff on the use of government documents.

Documents Staff
/Ongoing

104. The Documents Librarian an tandem with the Reference Department should include information on Documents services in instruction packages.

Documents Librarian and Reference Staff
/Ongoing

105. The Documents Librarian in consultation with the Head of Reference should consider the preparation or purchase of a slide-tape presentation in the use of Monthly Catalog.

Documents Librarian
/Within 1 year

106. Staff should include Documents in publicity articles.

Publications Committee
/Ongoing

SERIALS/MICROFORMS

107. The following recommendations are made to improve publicity about the Library's serials and microform collections.

a. The Serials/Microforms Department should produce guides to the serials collections, organized by LC class or general subject.

b. A handout on how to find journals at Rockefeller should also be made available.

c. The Serials/Microforms Department should post signs directing patrons to the current periodicals section of each Library.

d. The Serials/Microforms Department at Rockefeller should create and post a sign explaining that shelving of journals is in call number order rather than title.

e. A guide should be produced for microforms, with particular attention paid to the needs of graduate students.

f. Microforms availability as well as assistance should be included in both services and resources instruction packages.

Head of Serials/Microforms
/Within 1 year

108. Until BUSHL can be comprehensive, a warning should be affixed either to the cover of each copy or on each page if possible, explaining its use and limitations.

Head of Serials/Microforms
/Within 6 months

TECHNOLOGY

Technology will prove to be a key to innovation in library services. Yet the complexity of the subject, the time and expertise needed to study it, and the absence of discretionary funding for development or adaptation have deterred many librarians from finding ways to utilize technology to improve services.

Brown University is a unique environment for the application of technology in libraries. The Network of Scholar's Workstations Project and the Institute for Research on Information and Scholarship (IRIS) will encourage students and faculty in all fields of knowledge to broaden their use of computers in their study and research. Networking will extend too all places on campus, and may be used to extend library service. It is essential for the Library to work closely with the Computer Center, IRIS and other technological staff on campus to insure that the Library reamins at the center of information exchange.

In examining the role of technology to improve library services, certain assumptions have been made about Brown University and its library: These are as follows:

- Technology can improve and broaden both traditional and new library services.
- Public service librarians will need to specify the optimal technology and media required to support this expanded environment; establish and monitor its effectiveness and assist or provide information to users.
- Networking, with computers accessing information databases including the library online catalog, will increase demands and expectations on public service for speedy delivery of materials to both on and off campus locations.
- Information as a commodity is a fairly new concept for librarians. It has been our past policy to serve our patrons, if at all possible, without charging them. With the advent of new technologies this may no always be possible.
- People will continue to have different capabilities, limitations, tolerance levels and willingness to face the computer revolution.
- Because of budget constraints, the total number of library staff will not increase to any extent. New and enhanced services must be developed using existing staff resources.
- The research library will not spend less money, but, rather will spend more money for participation in cooperative networks that use expensive equipment to transmit material. Less, may however, be spent on the actual expense of buying, housing, organizing and servicing collections.
- Although the means may change, information-seeking goals do not change with technology. They are: accuracy, clarity, cost and time.

The role of the Task Force was not merely to explore the role of technology in the library, but to suggest ways that this technology can be integrated into the exiting structure; to think of productive uses of this new technology; and to make this information accessible and convenient to the end user.

NETWORK OF SCHOLAR'S WORKSTATIONS

The Library will have an important role to play in the technological environment at Brown as the provider of access to an online catalog of bibliographic information about library holdings; as a switching center to outside bibliographic databases such as RLIN; and as a user of scholar workstations for administrative and instructional support.

To these ends the Study Team accepted the following recommendations on technology:

109. Technological innovation related to the Network of Scholar's Workstations will have an enormous impact upon the library. It will be necessary for the library to integrate its services and administrative processes with the emerging network.

Library Systems/Planning Officer
/Ongoing

110. Even though there will be workstations throughout campus, not everyone will have access to his/her own personal workstation. Therefore, the Library should have workstations available for public access. It will be necessary for these workstations to be centrally maintained and under maintenance contracts by computer staff outside of the library.

Appropriate Staff
/When appropriate

111. The Library should work with other units within the university community to integrate the online access catalog system fully with the Network of Scholar's Workstations.

Online Catalog Steering Committee
/Ongoing

112. The Library should utilize Infomail and/or other electronic mail systems to provide service and should publicize the availability of this service to users. On a trial basis, faculty should be allowed to send reserve lists to Circulation in the Fall of 1985 online. In order to accomplish this use of electronic systems, staff must be trained and the necessary wiring put in place.

Head of Circulation
/Within 6 months

113. Because of the diversity of equipment available and being marketed, the most appropriate equipment for a particular application has not always been acquired in the library. Therefore, all requests for computer-related equipment should be reviewed by the Library Systems/Planning Officer. Service contracts for all equipment need to be obtained.

Library Business Manager and Library Systems/Planning Officer
/Within 3 months

114. Given the priority which has been given to the development of bibliographic management systems for workstations for faculty, the Library should be actively involved with IRIS in the design and/or selection of such systems. Presently the Library Systems/Planning Officer serves on the board of IRIS, this liaison should continue.

Appropriate staff
/On going

115. For the University to be successful in the implementation of the library components of the Network of Scholar's Workstations, it is essential that library staff be fully knowledgeable about the uses and capabilities of workstations. Therefore, it is imperative that staff have access to workstations at the initial stages of implementation. There should be sign-up sheets at the current terminals immediately, and as the budget allows, more terminals purchased.

Library Administration
/Ongoing

ON-LINE CATALOG

The library online catalog is designed to be an interactive system that will incorporate searching a central database of online library information from terminals distributed throughout the libraries and from remote locations connected to the Network of Scholar's Workstations. In addition to the online query features, the system will incorporate authority control, acquisitions, and circulation. A serials check-in system is also desirable and a serials control module is under consideration for development.

116. In implementing the online catalog the Library should not underestimate the need for training staff and users in the operation of the catalog. In addition to training manuals, brochures, and handouts, a training program will require staff who are knowledgeable about the catalog and who have skills to design user-oriented training programs. The Library Administration, the Online Catalog Steering Committee and Staff, and the Staff Development Committee should coordinate efforts to fully train all library staff. Information regarding the status of the online catalog with all its ramifications should be given coverage in the appropriate Library and campus publications.

Online Catalog Steering Committee
/When appropriate

117. The selected online system may not be equipped with a serials check-in module. Since serials control represents a major aspect of library activity from a public service perspective, the Online Catalog Steering Committee should place a high priority upon securing and appropriate serials check-in component if one is not developed by the online catalog vendor.

Online Catalog Steering Committee
/When appropriate

118. The Online Catalog Steering Committee should investigate using the online catalog as a central university information resource, not simply as a catalog of library holdings. Materials available in media services, individual departments, the computing center, hospitals, and other units could be listed in the catalog. This would help to further the roll of the Library as a central University information resource. The Catalog Department would need to set up guidelines and train staff to input such material. The issue of security of such a data base and its individual holdings needs to be addressed by the Online Catalog Steering Committee.

Online Catalog Steering Committee
/When appropriate

119. The Library should explore the types of management reports which can be generated by the online catalog and develop mechanisms to use these reports to improve library operations, such as acquisitions, circulation and collection development. The Online Catalog Steering Committee and collection management staff should explore the need for, and the means by which, new book lists and/or SDI lists could be generated by the online catalog. The Study Team urges that the online catalog address the issue of what's on order, new acquisitions lists, and inventories of uncataloged or bindery items.

Library Administration
/When appropriate

120. The Library should explore the ways in which the existing OCLC and RLIN terminals can assist in public services and be used as public access terminals.

Public Services Council
/Within 1 year

DATA TOUCH

Data Touch (INFORM) is a touch-sensitive microcomputer that has been in operation in the lobby of the Rockefeller Library. It has various pieces of information stored in it about the Library and the University.

121. The responsibility for Data Touch should be transferred to the Reference Department so that its information can be evaluated and updated on a regular basis. The potential of this service needs to be fully explored by monitoring the extent and types of current usage. Ways to increase patron usage need to be examined including better signage explaining its purpose. The Study Team recommends getting assistance from a Computer Center staff member to aid in this project. The Library Administration might pay to have it fixed by its designer (it is currently not working) and moved to the most appropriate site.

Public Services Council
/Within 6 months

ELECTRONIC PUBLISHING

Electronic publishing is the publication and distribution of information by electronic means, without relying on the physical entity of print on paper (or microforms, etc.). Information is stored in machine-readable form, and available on demand by the user. (This form will most likely be videodiscs, since they offer the advantages of storage of a large amount of information in a compact space, and quick access to any part of the disk). Usually, online selection, ordering and printing capabilities are considered to be an essential part of this package. While many users would want to purchase a copy of an entire database, just as they now subscribe to a journal, the medium makes it possible for the publishers to sell to the user the information contained in a single article. Shorter items, such as journal articles, technical reports, reprints, preprints, conference proceedings, newspapers, etc. will be among the first things to be published electronically, as will literature in the sciences. It is not likely that this form of publishing will be an issue for libraries until the end of this decade.

122. The library working with outside agencies such as ARL, CLR, RLG, IRIS, and faculty should have a written policy for accessing electronically published information. The library should maintain an awareness of new full-text databases as they become available, from whatever source. Before drafting any policy regarding electronic publishing, the Library Administration must make a careful study of the economics of the situation, and strive to maximize provision of information while minimizing costs.

Library Administration
/When appropriate

COMMUNICATIONS, STAFF AND TRAINING

The provision of high-quality service to patrons should be the ultimate goal of any library. To attain this ideal, the library must be a smooth and logical operation, run by a staff who are fully aware of the goal and who are willing to cooperate and coordinate their various duties to form a library "team." They should understand that their departments are part of the whole, and, while each is equal in importance, no one department can exist in a vacuum. Staff in all areas, especially at public service points, need to set examples to the patrons in regard to noise, food, drinking and smoking.

One of the chief purposes of communication within an organization is to create among the individuals within it a common understanding of the direction in which it is moving. A prerequisite for a meaningful common understanding of organizational direction is a statement of objectives and goals. The Study Team recognizes that the Library Administration is making a significant effort to inform staff. It also acknowledges that communication is a two-way responsibility. Staff must take some initiative and be motivated to be informed and to, at least, read materials made available to them.

There is a need for an internal campaign to raise the consciousness of staff that serving the users is the primary and common goal of *all* departments and units of our institution. Staff in all departments should be made aware of the importance of their work in the delivery of services from the time they are interviewed through the training and in the day-to-day activities. The motto: "Users come first" is a part of our philosophy of service at the Brown University Library.

In order to further improve understanding throughout the library of its goals, policies and procedures, activities and organizational structures, the Study Team recommends:

COMMUNICATIONS

123. More information should be disseminated to Library Staff on University Developments which will affect the Library. The Assistant to the University Librarian should compile a list of on-campus staff with library related duties (Faculty Library Committee, Development Office, Research Administration.)

Library Administration
/Ongoing

124. The *Goals and Objectives for the Eighties* should be widely distributed and discussed at an open forum sponsored by the Staff Development Committee as soon as possible. The Annual Reports from the University Librarian and the Assistant University Librarians should also be shared with interested staff.

Library Administration
/Within 3 months

125. The Library Administration should encourage decision-making at the lowest possible level when appropriate. Lower echelon staff should feel comfortable enough to refer problems to their supervisors or other appropriate staff. Current organizational charts, policies for communication from library administration to staff, and reporting channels within departments including a backup system when a head is away, should all be well publicized and distributed throughout the Library by Departmental meetings and the *Library Policy Manual.*

Assistant to the University Librarian and Department Heads
/Within 3 months

126. Department Heads should make staff aware of the *Library Policy Manual* and encourage additions and corrections to be made through the Assistant to the University Librarian. All departmental policy and procedural manuals should also be up-to-date and available to staff for training.

Department Heads
/Within 3 months

127. The Staff Newsletter should be purposefully designed for its readership to streamline communication by the following suggestions:

a. Publishing at least once a month

b. Assistant to the University Librarian would continue to be editor but assisted by a contact person in each department

c. Put online for ease of assembly

d. Drop "professional vacancies at other institutions" column

e. Include the following: on a separate sheet a calendar of the coming month's activities (staff development, major or regional conferences, events, schedules, holidays) to be the responsibility of anyone having such an item

f. Dissemination of following: committee and task force status reports, in-progress reports from administration, policy statements, announcements from the University Librarian

g. Staff activities (research, publication, recognition)

h. Personnel changes for all new staff (including where they came from and who they replaced)

i. Summaries of departmental meetings if policies or procedures were changed

j. Summaries of conferences attended

k. Vacancies in the Brown Library system with a short summary of the job

l. Responses to suggestions from staff (this and the physical plant update should be on separate sheets so they do not get sent to outside readers)

m. Status of plant operation repair requests from *each* library building

n. News about personnel related matters whether union, professional, secretarial, or student staff issues

o. Preservation efforts underway

p. Periodic reports from all libraries

Assistant to the University Librarian and appropriate staff
/Within 6 months

128. It should be the general rule that Library Committees have in their charge that minutes be taken and shared with staff directly affected by the committee's action as well as supervisory staff to whom committee reports, and kept on file in the appropriate administrative offices. This should be stated in the *Library Policy Manual*

Library Administration
/Within 3 months

129. The Library Administrative Staff minutes should be distributed as soon as possible and should be full enough to be understood by staff who did not attend (it is understood that confidentiality of some subjects is necessary).

Assistant to the University Librarian
/Action taken

130. The Study Team acknowledges that there may be decisions that do not necessarily follow stated policy. In these cases the Library Administration should issue a memo so the staff are properly informed.

Library Administration
/Ongoing

131. A Department Heads Council should be established to deal with and resolve interdepartmental procedural items and other items as assigned by the library administration.

Library Administration
/Action taken

132. Opportunities should be available for all staff to have their suggestions, concerns, questions and requests addressed by library administration. Guidelines should be established by Senior Administration as to which mechanism is appropriate (staff newsletter, Department Heads Council, standing committee, senior Library Administration or other).

Library Administration
/Within 6 months

133. More formal communication channels should be established which follow the hierarchical structure throughout the library and allow for speedier and more dependable information. The University Librarian transmits information to Assistant University Librarians who transmit it to Department Heads who share it with the heads of units and individual staff members. Timing and accuracy are of prime importance; the choice of the most efficient and appropriate means of communication will be left to the individuals responsible. Regular Library-wide meetings and departmental meetings should be held to allow for staff input and to foster group identity. Departments should set up their own schedules with supervisors meeting at least once quarterly and the entire staff once a semester.

Library Administration
/Within 3 months

134. A list of people to contact with their telephone numbers, should be widely available to assist in any emergency or closing situation so that staff can be informed in a timely manner.

Library Administration
/Within 3 months

135. The Library should have available at all public service locations a directory of key public service personnel in the Library that includes a brief description of areas of responsibility. Also, a list should be prepared of frequently asked questions and contact people who can serve as an efficient referral system. This list should also designate an alternate person in case the primary contact person is not available. This list, like the directory, should be available at public service locations. Staff should be advised with a telephone call, confirming that this is indeed the proper person to see and alerting that person that a patron is being sent over. Patrons should be urged to return for further assistance.

Staff Development Committee
/In progress

136. The allocation of supply and equipment budget needs the involvement of the University Librarian, the Assistant University Librarians and the Library Business Manager. It is recommended that each department designate supplies that are critical to the provision of smooth public service to Library patrons; that lists of these critical supplies be reviewed by the Assistant University Librarians and then sent to the Library Business Manager; that the Library Business Manager implement an effective inventory control system that will give these items a high priority, insure timely restocking, and avoid critical shortages. Two budgets, a general library supply/equipment budget and individual department supply/equipment budgets need to be instituted. For example, catalog cards, order forms and microform equipment should be charged to the general budget.

Library Administration
/Within 6 months

137. The Library Business Manager should take steps to insure appropriate feedback to departments concerning their requests for supplies and equipment. The use of a multipart form for all supply and equipment requests would enable a copy, with a notation of the action taken, to be returned to departments. Further, each department or, in the case of multi-section departments, each section should designate an individual to order supplies and receive necessary feedback.

Library Business Manager
/Within 3 months

138. The Library Business Manager should have semi-annual up-date sessions for Assistant University Librarians and Department Heads to explain and discuss business procedures. Any relevant policies would be incorporated into the *Library Policy Manual.*

Library Business Manager
/Within 3 months

139. The Library Business Manager should make a presentation to full staff on his job and the budget. This would enable staff to understand how supplies and equipment purchases are made.

Library Business Manager
/Within 6 months

140. The Study Team agrees with the Task Force that relations between departments would improve if library staff were better acquainted with each other and recommends that the following suggestions of the task force report be considered by the Library Administration:

a. A coffee hour for staff at regular intervals should be held to make new staff feel welcome. All staff should participate, name tags should be used, and arrival times should be staggered.

b. Activities such as designated coffee breaks, wine and cheese get-togethers, etc., at appropriate intervals which would bring together members of 2 or 3 departments.

c. Continuation of the annual picnic with a definite attempt to have the make-up of the various planning committees of an inter-departmental nature. The picnic should be planned so that as many staff can attend as possible.

d. Revival of the taking of an annual staff picture (as was done formerly for all departments of the University by the Photo Lab) with distribution for posting in various library departments.

e. The printing in one of the library publications, on a staggered basis, of pictures and a short write-up on individual staff members.

f. Interdepartmental staff meetings held when it is felt that information being presented to one department will be of interest or use to members of another department.

g. Encouragement of outside social activities for any staff to attend in groups at their own expense and on their own time, such as theatre parties, boat excursions on the Bay, etc.

h. Periodic retreats with an appropriate interdepartmental mix at a location such as URI's Alton Jones.

Library Administration
/Ongoing

STAFF

141. Staff from other departments who have volunteered their services at the reference desks should not be expected to maintain the same quotas as those who do not. Public Services units that benefit from Technical Services staff participation must be fully aware that production might go down. Cooperation and understanding needs to be encouraged throughout departments, and Public Services and Special Collections staff should consider training in areas other than their own departments.

Assistant University Librarian for Technical Services/All Staff
/Ongoing

142. Continue promotion of acknowledgement and cooperation between library departments and buildings by emphasizing understanding of each other's operations, interdepartmental problem solving and accomplishments. Good progress is already being made through departmental tours and ad hoc presentations. The implementation of the staff rotation program would also support these goals.

Library Administration
/Ongoing

143. Committee and task forces should be appointed only when the issue justifies the investment of time because of its, breadth, complexity or importance. Assignment of reports and special assignments should be coordinated to avoid a negative impact on staff and services. Staff participation in special projects must be coordinated so that disruption of services will be minimal and an equal chance be given to each staff member to serve on committees and be assigned to special projects. This will foster a sense of common responsibility and inclusion among staff members. Documentation to be used may include: list of staff already involved in committees/special projects arranged *by department*, list of skills; list of staff interests already on file in Administration.

Library Administration
/Ongoing

144. Teamwork and creativity should be encouraged: discuss issues and goals such as production, planning and implementation of changes at meetings where each staff member has a chance to participate in the decision-making and will be committed to the success of the service goal to be attained. This could be facilitated by the Department Heads sharing specific problems with their staff, and inviting suggestions and ideas from the staff to be discussed in group situations at the departmental level.

Library Administration
/Ongoing

145. Supervisors should be urged, at all levels, to acknowledge, praise and criticize staff as needed, thus constantly giving direction and encouragement. At the department/unit level goals should be set realistically. The annual goals should be translated into attainable and manageable charges with a definite and realistic target date. The more specific the goal, the better sense of accomplishment. Daily duties need to be evaluated consistently over time, with special assignments weighted equitably so that day-to-day services are not overlooked or underevaluated. Professional activities should be encouraged and allowed for, but should not take precedence over the Library and its needs. In departments where quotas are required, the evaluation system should take other factors into consideration such as difficulty of tasks, quality of work, etc.

Library Administration
/Ongoing

TRAINING

146. The Library has become over-dependent on its student work force. Some 220 students are employed in the five libraries, many at key public service points. Since the primary objective at Brown is to complete their education, the Library cannot expect total committment and dedication from these student assistants. However, every effort should be made to keep good students by:

a. offering competitive salaries

b. giving returning students first consideration as to hours and additional compensation

c. creating a structure of jobs with appropriate levels of compensation

d. increasing communication between Assistant to Personnel/Labor Relations and student supervisors so that student employees with special skills/ knowledge be placed in departments where their talents can be utilized.

Library Administration
/Ongoing

147. Staff and student assistants need the best training available. This has not always been done because of lack of time.

a. Supervisors (i.e. all staff who hire, fire and evaluate), must learn to schedule staff training in the same manner as they do for attending meetings.

b. A major flaw in our system is the lack of written guidelines and manuals for staff and student assistants. Supervisors should make use of checklists and written manuals to ensure proper instruction and guidance.

c. All training procedures should be evaluated and up-dated as necessary, but not less than once a year.

d. Although supervisors hire, fire and evaluate staff, they need not be the only trainers for their units. Training can be delegated within the departments and across departmental lines.

e. It is recommended that the Library Administration identify those departments which do have manuals and training procedures, so that they can be shared with departments who do not.

f. Formal training periods should be organized for new staff. Time allotted should vary according to the degree of complexity of the position. The training period should be devoted to learning.

g. Specific targets should be set for review of progress by department head/ supervisor. New staff should not be expected to meet the criteria set for trained workers before the expiration of their training periods.

h. Training should include: introduction to the University, introduction to the Brown University Library system, on-job training by the supervisor/department head. A training manual in each department should be compiled on "SCRIPT" which would outline background information, departmental structure and responsibilities as well as procedures.

i. Give attention to on-going training and education as appropriate

j. Encourage participation in management and supervisory skills for those responsible for managing other staff.

k. Share information with staff on planned changes in personnel, responsibilities and shift in work assignment.

l. Organize workshops on group dynamics for all staff, organize workshops when changes in procedures occur.

m. Keep procedures manual up-to-date, offer hands-on training with new technology and encourage its use in daily operations so skill and training are not wasted.

n. All student employees need to be properly trained, monitored and evaluated, and made aware of the supervisory chain of command; there should always be staff backup for tasks usually assigned to students and no unit (e.g., Rockefeller Reserves) should be staffed by students.

Library Administration
/Ongoing

148. All public service staff need training in how to deal with problem patrons. Public Services staff should strive for continued positive relations with patrons while directing the dissatisfied patron to the appropriate supervisor. A clearer policy is needed for dealing with patrons who are seen eating and drinking in the libraries. Currently staff have no guidelines to follow when confronted with this situation.

Public Services Council
/Ongoing

149. At the time of recruitment of supervisory staff, previous supervisory experience should be a job requirement. In certain instances, where other professional qualifications are more crucial in filling a vacancy, the selected applicant should be advised that he/she will be required to attend a supervisory training program.

Library Administration
/Ongoing

150. As a result of continuing changes in the library field, staff should be kept abreast of new techniques and of the library's objectives. In-house workshops and seminars should be held under the direction of Administration and Staff Development Committee. In addition, all current staff development literature which is supplementary to the Library's collection should be located in the Administrative Office where it will be accessible to all staff. This collection will be maintained by the Assistant to the University Librarian.

Library Administration and Staff Development Committee
/Ongoing

FACILITIES AND SPACE

The condition of the physical facilities, placement of staff and services and the quality/ comfort of the work/study environment all affect the library user's conception of what the library can do for them. These physical factors influence the library staff as well and have an effect on their morale, work patterns and physical well-being.

The Facilities and Space Task Force interviewed the department heads connected with the Library. It also examined 129 user surveys from faculty members and an equal number of surveys from undergraduate students. The library staff surveys were also taken into consideration as the Study Team made its final recommendations. If should be noted, that while there continue to be many serious problems which are addressed here, the Study Team does acknowledge the dedication of the Library Administration in correcting long standing environmental problems.

In making the following recommendations, the Study team realizes that there are some that are very obvious and some that are future oriented. These areas wherever action can be taken immediately are so indicated. The first recommendations are general and should be done for all library buildings.

BROWN UNIVERSITY LIBRARY SYSTEM

151. While the Study Team recognizes that any major building project would be both expensive and long-range, it does recommend that the University hire a consultant to do structural studies to enclose the light wells on level A and to create additional reading space at Sciences, to study the feasibility of adding compact shelving on level C on the North and East sides at Rockefeller and to cost out the building of a storage facility at the West side of Rockefeller. Another structural study should be done as soon as possible to see if the increasing weight of the Sciences Map collection on the 8th floor is a problem.

University Librarian
/Within 2 years

152. The physical environment is obviously a major concern to Libray users. The Library Administration should publicize the major complaints and a response in the appropriate campus publications. The general appearance and cleanliness of the libraries must be improved. Worn out furniture and carpeting should be quickly replaced, custodial maintenance of all areas must be improved, and a program should be established for general painting and refurbishment of the libraries over the next three to five years.

Library Administration
/Ongoing

153. The HVAC systems, especially those in the Rockefeller and Sciences, should be upgraded. Advice should be sought from and outside engineering firm for establishing a coordinated approach to these problems rather than relying on local "quick-fix" solutions which do not appear to be satisfactory in the long term. The Energy Conservation Program should be modified as it is applied to the libraries. Turning the HVAC systems on and off has created problems with noise, and Sciences and the Rockefeller are either too hot or cold on Mondays and during the weekends. These frequent fluctuations in temperature and humidity adversely effect the collections and staff.

Library Administration
/Ongoing

154. The electrical systems must be upgraded to support installation of new computer technology. These changes should be part of a coordinated program implemented over the next five years rather than a piecemeal approach to the problem. This will require increased building operations and equipment budgets although some can be done through the online catalog budget.

Library Administration
/Within 2 years

155. A lighting engineer should check all buildings including stairwells for adequate levels of lighting, repair and improvement. Buildings should be reviewed in the following order: Rockefeller, Sciences, Pembroke, John Hay and Annmary Brown.

Library Business Manager
/Within 1 year

156. Installation of additional carpeting, drapery and lowering of telephone ringing levels in public service areas should be considered to reduce noise levels throughout the Library. Telephones are the number one priority. The phone bells in the John Hay Library in the office areas adjacent to the Reading Rooms should changed to reduce noise. Sound-muffling typing tables should be used in the same areas.

Library Business Manager
/Within 1 year

157. Improve the quality and clarity of informational/directional signage throughout the library. A signage study should be done for the entire library system; possibly bring in an outside consultant or designer. The existing directional signs and stack guides should be reviewed for clarity and completeness; add LC Class information as indicated, paying particular attention to signs directing users to maps, microforms, etc. (see recommendations on Publications)

Library Administration
/Within 1 year

158. Install additional lockers for securing personal belongings for staff and users.

Library Business Manager
/Within 6 months

159. Increase the visibility of Brown University Police or library guards in the libraries especially during evenings and weekends. Building should be cleared of patrons at closing.

Library Administration
/Within 1 year

160. The Public Services Council should consider ways of discouraging the Library's use as a gathering place.

a. The Public Services Council should work with the Dean's office to determine if enough study halls exist around campus.

b. If there are, then the Library should help to publicize them. If not, perhaps the Public Services Council should work with the Dean of Student Life to solve the problem.

c. The public areas of the Rockefeller and Sciences Libraries should be reviewed to determine the number and kinds of activities that take place in each area.

d. Higher noise activities should at least be grouped together.

e. The Public Services Council should develop policy guidelines for acceptable noise levels as well as appropriate courses of action, publication of this policy should include signage. Quiet signs which state the need in a humorous fashion should be made and posted in appropriate reading rooms.

f. The Public Services Council should prepare written guidelines for use of various public service rooms and post them.

g. The Public Services Council should consider whether or not certain areas of the Library be designated as "Absolute Quiet", "Quiet" and "Group Study" areas to combat noise.

Public Services Council
/Within 1 year

ANNMARY BROWN MEMORIAL LIBRARY

161. As stated before, all action concerning this physical space should await the University Library Report due in May, 1985.

Library Administration
/In progress

PEMBROKE CAMPUS LIBRARY

162. Pembroke Hall should be renovated within the next 5-7 years as part of the 100th Anniversary of Pembroke College. This will require a fund raising effort from the library and the Committee for the 100th Anniversary of Pembroke College.

a. The Library and office area should be generally refurbished to include painting, new carpeting, drapes and lighting fixtures, and the addition of built-in bookcases and closets.

b. The lighting level in the reading room should be increased.

c. Additional dedicated electric circuits should be installed for future use by BRUNET, RLIN and the online catalog computer terminals.

d. Reading room noise level should be reduced by the addition of drapes, carpeting and other noise absorbing or diffusing surfaces.

e. The seating capacity should be increased by adding more tables and chairs.

f. Security should be improved by adding intrusion alarms and improved locks on all doors.

g. Additional custodial help is needed to improve general cleanliness and appearance.

h. The second floor lavatory in Pembroke Hall should be designated for use by both sexes.

i. Broken furniture must be repaired or replaced with dispatch.

j. Improve ventilation by installing ceiling fans.

k. Install new shelving for Phono record collection.

l. Install a public telephone in Pembroke Hall.

Library Administration and Pembroke Librarian
/Within 1 year

JOHN HAY LIBRARY

163. The needs of the John Hay Library for storage on Level C in Rockefeller should be coordinated between those affected.

Special Collections Staff
/Within 6 months

164. A solution to the issue of handling damaged or wet materials should be sought immediately by the Head of Special Collections and the Preservation Librarian. The ETC and Thymol chamber equipment are not adequate for several reasons to handle the Library's recent disaster problems.

Preservation Librarian and Head of Special Collections
/Within 1 year

165. Additional wall shelving should be installed on levels 1-4 and 6 of the North Stacks.

Head of Special Collections
/Within 6 months

166. A processing/work area in the basement of the John Hay Library should be established for Special Collections project staff.

Head of Special Collections
/Within 1 year

SCIENCES

167. It was suggested that enough energy might be saved by turning the lights off overnight at Sciences in lieu of turning the air blowers off and on during the day. The Library Business Manager should look into this as soon as possible. The blowers are essential for air circulation and to cover the noises of the building.

Library Business Manager
/Within 3 months

168. The seating capacity figure of the Sciences Library varies greatly depending upon the source of information, but in any case, it is and always has been inadequate. Seating could be increased by: eliminating the current backlog of furniture awaiting repair (immediate action item); move classes out of the conference rooms and open them to Bibliographic Instruction and other library needs (ongoing); reassign 14th floor space to libraries (when computer staff is housed in alternate site).

Library Business Manager
/Within 1 year

169. Seal all doors to the book conveyor shaft. This was never used and is now a trash collector.

Library Business Manager
/Within 3 months

170. Relocate Science Library shelf list from the Rockefeller to the Sciences staff work area (A12).

Library Administration
/Within 3 months

171. Renovation of Sciences lobby should be completed as soon as possible, and should include additional lockable desks, cabinets or lockers for personal belongings of staff and users.

Public Services Staff
/Within 6 months

172. Enclose the Sciences copy center on Level A to control noise and traffic.

Library Business Manager
/Within 2 years

ROCKEFELLER

173. As has been mentioned in the organization section under Circulation, a major reorganization of space in the Rockefeller Library is recommended. There are many possibilities which must be analyzed carefully by the staff involved. Some of these are: making the listening rooms on Level B a data-base search office, put ILL or online catalog staff in present Circulation area, put data-base searching in current ILL office, moving administration staff into a newly built office opposite current administrative suite. There are most likely a dozen ideas not yet thought of on how to improve library services which should be carefully studied for their long range implications for the library.

Task Force on Rockefeller Reorganization
/Within 2 years

174. Repair/seal the leaks in the tunnel (B level) plus the north and west walls (C level) at the Rockefeller Library.

Library Business Manager
/Within 1 year

175. Rerouting of traffic patterns and concentrating tenants, including the Writing Center, and classrooms on Level 4 are recommended to reduce noise at Rockefeller.

Public Services Council
/Within 6 months

176. Book conveyor shaft doors should be sealed; they could be used for electrical distribution throughout Rockefeller.

Library Business Manager
/Within 3 months

177. Department Heads involved with materials on Level C should review plans suggested for renovation of Level C at Rockefeller.

Department Heads
/Within 1 year

178. **Reorganize stacks on north end of Level 3 at Rockefeller for expansion of the East Asian Collection.**

Head of Special Collections and Head of Circulation
/Within 2 years

ACTIONS REQUIRED

All Staff
  Ongoing : 63
Appropriate Staff
  Ongoing : 114
  When appropriate : 110
Assistant to the University Librarian
  Action taken : 129
  When appropriate : 10
Assistant to the University Librarian and appropriate staff
  Within 6 months : 127
Assistant to the University Librarian and Department Heads
  Within 3 months : 125
Assistant University Librarian for Public Services and Collection Development
  Action Taken : 16, 21-22, 25
  Ongoing : 19
  Within 3 months : 16
  Within 6 months : 3
Assistant University Librarian for Special Collections and Staff
  Within 1 year : 35
Assistant University Librarian for Technical Services and Public Services Council
  Within 2 years : 69
Assistant University Librarian for Technical Services/All Staff
  Ongoing : 141
Audiovisual Task Force
  When appropriate : 91

Bio-Medical Task Force
  Ongoing : 6

Catalog and Reference Departments
  Within 1 year : 72
Chair of the Task Force on User Needs
  When appropriate : 2
Circulation Administration
  In progress : 53
  Ongoing : 51
  Within 6 months : 15
Circulation and Catalog Department Heads
  Within 1 year : 47
Circulation Department
  Within 1 year : 46
  Within 6 months : 48-49
Collection Development Staff
  In progress : 65
  Within 1 year : 67
Collection Development Staff and Special Collections Staff
  Within 1 year : 68

Department Heads
  Ongoing : 9, 43

Within 1 year : 177
Within 3 months : 126
Department Heads Council
Within 1 year : 54
Documents Librarian
Within 1 year : 105
Documents Librarian and Publications Committee
Within 1 year : 102
Documents Librarian and Reference Staff
Ongoing : 104
Documents Staff
Ongoing : 103

Head of Circulation
Within 1 year : 59
Within 2 years : 55
Within 3 months : 17, 58
Within 6 months : 112
Head of Circulation and Library Business Manager
Within 1 year : 61
Within 6 months : 60
Head of Reference
Ongoing : 74
Within 1 year : 70
Within 2 years : 84-85
Within 3 months : 79-80
Within 6 months : 75, 86-87
Head of Reference and Special Collections Administration
In progress : 45
Head of Serials/Microforms
Within 1 year : 107
Within 3 months : 33
Within 6 months : 108
Head of Special Collections
Within 1 year : 166
Within 6 months : 165
Head of Special Collections and Head of Circulation
Within 2 years : 178

Library Administration
Action taken : 131
In progress : 36, 161
Ongoing : 20, 42, 64, 78, 115, 123, 130, 140, 142-147, 149, 152, 153
Temporary action taken : 23
When appropriate : 92, 119, 122
Within 1 year : 13, 50, 157, 159
Within 2 years : 89, 154
Within 3 months : 28, 62, 124, 128, 133-134, 170
Within 6 months : 132, 136
Library Administration and Audiovisual Task Force
When appropriate : 93
Library Administration and Pembroke Librarian
Within 1 year : 162

Library Administration and Pembroke Staff
Ongoing : 18
Library Administration and Staff Development Committee
Ongoing : 150
Library Business Manager
Within 1 year : 155-156, 168, 174
Within 2 years : 172
Within 3 months : 137-138, 167, 169, 176
Within 6 months : 139, 158
Library Business Manager and Library Systems/Planning Officer
Within 3 months : 113
Library Systems/Planning Officer
Ongoing : 109
Within 6 months : 57

Map Task Force
Within 1 year : 95
Microforms Committee
Within 1 year : 34
Music Reference Librarian
Ongoing : 7

Online Catalog Steering Committee
Ongoing : 111
When appropriate : 116-118

Pembroke Librarian
Within 1 year : 56
Preservation Librarian and Head of Special Collections
Within 1 year : 164
Professional Program Committee
Ongoing : 12
Public Services Administration
Within 1 year : 27
Public Services Council
Ongoing : 37, 44, 52, 148
Within 1 year : 38, 120, 160
Within 3 years : 4
Within 6 months : 121, 175
Public Services Council and Publications Committee
Ongoing : 39
Within 6 months : 41
Public Services Staff
Ongoing : 66, 71, 81, 83, 88, 96
Within 6 months : 171
Publications Committee
Ongoing : 40, 106

Reference Department
When appropriate : 26, 94
Within 1 year : 24, 73
Within 2 years : 76
Within 3 months : 82
Within 6 months : 77

Shared Resources Coordinator
- Within 3 months : 97
- Within 6 months : 98, 100-101

Shared Resources Coordinator and Head of Reference
- Within 6 months : 99

Special Collections Staff
- Within 6 months : 163

Staff Development Committee
- In progress : 135

Task Force on Documents
- Within 6 months : 29-31

Task Force on Rockefeller Reorganization
- Within 1 year : 14
- Within 2 years : 173

University Librarian
- Action taken : 1
- Within 1 year : 90
- Within 2 years : 151
- Within 3 months : 8
- Within 3 years : 5

TIME FRAME

Action taken
- Assistant to the University Librarian : 129
- Assistant University Librarian for Public Services and Collection Development : 16, 21-22, 25
- Library Administration : 131
- University Librarian : 1

In progress
- Circulation Administration : 53
- Collection Development Staff : 65
- Head of Reference and Special Collections Administration : 45
- Library Administration : 36, 161
- Staff Development Committee : 135

Ongoing
- All Staff : 63
- Appropriate staff : 114
- Assistant University Librarian for Public Services and Collection Development : 19
- Assistant University Librarian for Technical Services/All Staff : 141
- Bio-Medical Task Force : 6
- Circulation Administration : 51
- Department Heads : 9, 43
- Documents Librarian and Reference Staff : 104
- Documents Staff : 103
- Head of Reference : 74
- Library Administration : 20, 42, 64, 78, 115, 123, 130, 140, 142-147, 149, 152, 153
- Library Administration and Pembroke Staff : 18
- Library Administration and Staff Development Committee : 150
- Library Systems/Planning Officer : 109
- Music Reference Librarian : 7
- Online Catalog Steering Committee : 111
- Professional Program Committee : 12
- Public Services Council : 37, 44, 52, 148
- Public Services Council and Publications Committee : 39
- Public Services Staff : 66, 71, 81, 83, 88, 96
- Publications Committee : 40, 106

Temporary action taken
- Library Administration : 23

When appropriate
- Appropriate Staff : 110
- Assistant to the University Librarian : 10
- Audiovisual Task Force : 91
- Chair of the Task Force on User Needs : 2
- Library Administration : 92, 119, 122
- Library Administration and Audiovisual Task Force : 93
- Online Catalog Steering Committee : 116-118
- Reference Department : 26, 94

Within 1 year
- Assistant University Librarian for Special Collections and Staff : 35
- Catalog and Reference Departments : 72
- Circulation and Catalog Department Heads : 47
- Circulation Department : 46
- Collection Development Staff : 67
- Collection Development Staff and Special Collections Staff : 68
- Department Heads : 177
- Department Heads Council : 54
- Documents Librarian : 105
- Documents Librarian and Publications Committee : 102
- Head of Circulation : 59
- Head of Circulation and Library Business Manager : 61
- Head of Reference : 70
- Head of Serials/Microforms : 107
- Head of Special Collections : 166
- Library Administration : 13, 50, 157, 159
- Library Administration and Pembroke Librarian : 162
- Library Business Manager : 155-156, 168, 174
- Map Task Force : 95
- Microforms Committee : 34
- Pembroke Librarian : 56
- Preservation Librarian and Head of Special Collections : 164
- Public Services Administration : 27
- Public Services Council : 38, 120, 160
- Reference Department : 24, 73
- Task Force on Rockefeller Reorganization : 14
- University Librarian : 90

Within 2 years
- Assistant University Librarian for Technical Services and Public Services Council : 69
- Head of Circulation : 55
- Head of Reference : 84-85
- Head of Special Collections and Head of Circulation : 178
- Library Administration : 89, 154
- Library Business Manager : 172
- Reference Department : 76
- Task Force on Rockefeller Reorganization : 173
- University Librarian : 151

Within 3 months
- Assistant to the University Librarian and Department Heads : 125
- Assistant University Librarian for Public Services and Collection Development : 16
- Department Heads : 126
- Head of Circulation : 17, 58
- Head of Reference : 79-80
- Head of Serials/Microforms : 33
- Library Administration : 28, 62, 124, 128, 133-134, 170
- Library Business Manager : 137-138, 167, 169, 176
- Library Business Manager and Library Systems/Planning Officer : 113
- Reference Department : 82
- Shared Resources Coordinator : 97
- University Librarian : 8

Within 3 years
- Public Services Council : 4
- University Librarian : 5

Within 6 months

- Assistant to the University Librarian and appropriate staff : 127
- Assistant University Librarian for Public Services and Collection Development : 3
- Circulation Administration : 15
- Circulation Department : 48-49
- Head of Circulation : 112
- Head of Circulation and Library Business Manager : 60
- Head of Reference : 75, 86-87
- Head of Serials/Microforms : 108
- Head of Special Collections : 165
- Library Administration : 132, 136
- Library Business Manager : 139, 158
- Library Systems/Planning Officer : 57
- Public Services Council : 121, 175
- Public Services Council and Publications Committee : 41
- Public Services Staff : 171
- Reference Department : 77
- Shared Resources Coordinator : 98, 100-101
- Shared Resources Coordinator and Head of Reference : 99
- Special Collections Staff : 163
- Task Force on Documents : 29-31